

# **RESULTS WASHINGTON – WSDOT’S STRATEGIC PLAN – 2014-2017**

## **WSDOT’s Vision**

The Washington State Department of Transportation’s vision is to be the best in providing a sustainable and integrated multimodal transportation system.

## **WSDOT’s Mission**

The Washington State Department of Transportation provides and supports safe, reliable and cost-effective transportation options to improve livable communities and economic vitality for people and businesses.

## **WSDOT’s Values**

Safety - Promote the safety of the public and employees at all times.

Inclusion - Ensure a wide array of perspectives, disciplines and backgrounds are represented in our outreach, decision making and workforce.

Innovation - Foster an environment of trust that encourages creativity, finding solutions for challenges and leveraging opportunities.

Integrity - Build trust with each other and our communities by being ethical, accountable, responsive and honest.

Leadership - Inspire, motivate and support to give each other the confidence to do great things.

Sustainability - Make decisions and take actions that promote the conservation of resources for future generations by focusing on the balance of economic, environmental and community needs.

## **WSDOT’s Goals**

### **Goal 1 STRATEGIC INVESTMENTS**

Effectively manage system assets and multimodal investments on corridors to enhance economic vitality.

Priority Outcome 1.1 Prioritize strategic investments for preservation, maintenance and capacity improvements on corridors, to achieve the broadest benefits to the system, within existing resources, by using appropriate scopes to deliver specific results.

Priority Outcome 1.2 Strategically manage assets on corridors.

Priority Outcome 1.3 Inform strategic investment decisions in corridors through a broad understanding of system performance and community goals and values.

Priority Outcome 1.4 Deliver transportation projects and services that are on time and on budget.

Strategy 1.1 (Strategic Investments) - Create a process to identify strategic preservation and maintenance investments and strategic operational and multimodal capacity improvement investments in corridors to achieve performance levels

Strategy 1.2 (Corridor Planning) - Develop a collaborative multimodal performance goal setting and decision making process for corridor planning.

Strategy 1.3 (Asset Management) - Define a strategic, agency-wide asset management policy.

Strategy 1.4 (Performance Tracking) - Develop a methodology to define and track performance on the national highway system for federal Moving Ahead for Progress in the 21st Century (MAP-21) requirements.

Strategy 1.5 (Project Delivery) - Improve project delivery by ensuring that projects are properly scoped, staffed and use the most effective delivery method.

Strategy 1.6 (AEA Practical Solutions) - Advance the integration of Practical Solutions into WSDOT's processes and practices.

## **Goal 2 MODAL INTEGRATION**

Optimize existing system capacity through better interconnectivity of all transportation modes.

Priority Outcome 2.1 Reduce number of fatal and serious injuries for all transportation modes.

Priority Outcome 2.2 Align the operation of all modes in corridors to optimize throughput capacity to move people and freight.

Priority Outcome 2.3 Improve coordination between transportation providers and modes that results in more seamless system operations.

Strategy 2.1 (Multimodal Safety) - Align multimodal safety policy-making across the agency.

Strategy 2.2 (Operations and Demand Management) - Improve WSDOT processes to integrate operations and demand management.

Strategy 2.3 (Modal Integration) - Develop an approach for modal integration in WSDOT regions.

Strategy 2.4 (Planning Coordination) - Develop coordinated plans early in the planning and project development process to address the needs of different modes.

### **Goal 3 ENVIRONMENTAL STEWARDSHIP**

Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality.

Priority Outcome 3.1 Improve environmental conditions; leave it better than before.

Priority Outcome 3.2 Reduce WSDOT's overall carbon footprint.

Priority Outcome 3.3 Improve energy efficiency of transportation systems and WSDOT operations.

Strategy 3.1 (Fish Barrier) - Increase the number of WSDOT fish barrier correction projects designed and constructed.

Strategy 3.2 (Environment Review) - WSDOT plans and those major capital projects undergoing environmental review (at NEPA EIS and EA level) in the 2013-15 biennium will document how climate change and extreme weather vulnerability are considered, and propose ways to improve resilience

Strategy 3.3 (Greenhouse Gas) - Meet or exceed legislatively prescribed Greenhouse Gas (GHG) emission reductions for WSDOT by increasing fuel efficiency and use of alternative fuels.

Strategy 3.4 (Clean Transportation) - Support the development of clean transportation infrastructure by increasing Electric Vehicle (EV) use and improving multimodal choices.

### **Goal 4 ORGANIZATIONAL STRENGTH**

Support a culture of multi-disciplinary teams, innovation and people development through training, continuous improvement and Lean efforts.

Priority Outcome 4.1 Foster a capable, engaged and valued workforce balancing project and service delivery demands with professional development needs.

Priority Outcome 4.2 Improve multi-disciplinary engagement, early in the process, to increase collaborative solutions and improve decision making.

Priority Outcome 4.3 Cultivate and enhance WSDOT's ability to attract, develop and retain a core workforce targeting mission critical skills.

Strategy 4.1 (Workforce) - Implement various strategies that foster a safe, capable, engaged and valued workforce.

Strategy 4.2 (Engagement) - Improve project and program decision making and problem solving through early and multidisciplinary engagement of affected agency programs.

Strategy 4.3 (Critical Skills) - Define and identify agency-wide mission critical skills and develop a plan to retain employees with those skills in the agency.

Strategy 4.4 (Leadership) - Increase leadership training opportunities by partnering with established leadership programs.

Strategy 4.5 (AEA: Workforce Development) - Align the needs and priorities of the organization with those of our workforce to ensure we can meet our legislative, regulatory, service and production requirements and organizational objectives.

Strategy 4.6 (AEA: Inclusion) - Demonstrate an increased commitment to diversity and inclusion in WSDOT's planning, operations and services, both internally and externally.

## **Goal 5 COMMUNITY ENGAGEMENT**

Strengthen partnerships to increase credibility, drive priorities and inform decision making.

Priority Outcome 5.1 Increase consent on decisions made by WSDOT, communities, stakeholders and the Legislature based on a shared understanding of needs and opportunities.

Priority Outcome 5.2 Improve the understanding of transportation expenditures and investments and respective benefits (outcomes).

Priority Outcome 5.3 Improve public access to information and decision making so that WSDOT is recognized as the most credible source for information.

Strategy 5.1 (External Consultations) - Develop and institutionalize an early and ongoing consultation process with external stakeholders for WSDOT activities, including project selection and modal integration considerations.

Strategy 5.2 (Planning Partners) - Consistently engage with Metropolitan Planning Organizations (MPOs), Regional Transportation Planning Organizations (RTPOs), tribes, other regional entities and other stakeholders during their planning processes (project development plans, long range plans, funding plans, etc.) during the next plan update cycle (2014-2016), or when initiated by MPOs, RTPOs, tribes, etc.

Strategy 5.3 (Project Partnerships) - Build community relationships to reduce project costs through local partnerships and taking opportunities to combine projects with different funding sources.

## **Goal 6 SMART TECHNOLOGY**

Improve information system efficiency to users and enhance service delivery by expanding the use of technology.

Priority Outcome 6.1 Improve organizational effectiveness to expand the timely evaluation, adoption, application and deployment of new technologies used to manage demand and/or enhance system operations to improve system performance.

Priority Outcome 6.2 Improve organizational effectiveness to expand the timely evaluation, adoption, application and deployment of innovative technologies associated with internal enterprise systems.

Priority Outcome 6.3 Enhance traveler information exchange with the public by improving seamless integration and usability between transportation facilities, modes and services.

Strategy 6.1 (Innovative Technology) Assess innovative technologies to identify tools to support operational and demand management strategies

Strategy 6.2 (Technology Governance) - Improve the agency's enterprise technology capabilities supporting Practical Solutions, Inclusion, and Workforce Development through the effective use of agency resources, creating awareness of what enterprise technologies are available and identifying the agency's technology needs.

Strategy 6.3 (Traveler Information) - Identify how changes in technology can improve the use of the transportation system and increase the use of multimodal alternatives

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